

18 May 1951

MEMORANDUM FOR: DEPUTY DIRECTOR OF CENTRAL INTELLIGENCE

SUBJECT : Comments on the Organization of the Office of the  
Deputy Director for Plans

1. The general aims envisaged in the attached plan of the possible phasing in reorganizing the Office of the Deputy Director for Plans are excellent. However, several items are worthy of some consideration. In the initial phase the creation of three Assistant Deputy Directors adds another echelon and actually lowers the status of the present Assistant Directors. This would be correct if the functions of the present Assistant Directors are to be phased completely into a staff job, as is envisaged in this paper, or are completely eliminated.

2. Phase II as outlined in this paper appears to be correct and appropriate.

3. The steps undertaken in Phase III raise three questions in my mind:

a. In effect the status of the Assistant Directors is completely shifted from command to staff in this phase. The question that I believe needs answering is whether it is necessary to continue the so-called functional staff offices. It would be my thought that the various Assistant Deputy Directors, particularly Plans and Operations, should have an organization under them similar to that envisaged in the line divisions. In other words, the Assistant Deputy Director for Plans would have one subordinate charged with espionage, one charged with paramilitary, one charged with psychological and political warfare, and perhaps if necessary one charged with

b. Another argument for eliminating the functional staff offices is the extreme importance, in my mind, of not subordinating the line divisions any further than necessary from the command level. If the offices of the Assistant Deputy Directors and the Assistant Directors were merged this would bring the line divisions into the second echelon under the Deputy Director of Central Intelligence, where they more appropriately belong.

c. I do not believe that the position of the Assistant Director for Operations is correctly envisaged in this plan. It is suggested that the Contact Division become one of the line divisions, which is probably correct. It is also suggested that some of the other functions of the Office of Operations be transferred. I subscribe to this also and

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would recommend that the [ ]  
be placed under the Communications Staff; that the Foreign Documents Division be placed under the Office of Research and Reports or the Office of Collection and Dissemination; that the Sovmat Project be transferred to the Office of Scientific Intelligence; and that all other functions of the Office of Operations be eliminated. Under these circumstances there would be no reason for continuing an Assistant Director for Operations under one of the functional staff offices as his sole concern would be supervising the Contact Division.

4. The organization at the line divisions in this study appears to be essentially correct. In fact, I would go so far as to say it seems to be the only solution.

5. It is my strong recommendation that a reorganization generally along the lines presented, but possibly with some of the modifications suggested above, be instituted immediately. I would strongly recommend that the plan of the reorganization be adapted without any consideration for the personalities involved, and that the personnel assignments be made after the adaptation of the plan and based solely upon the principle of putting the best qualified men into the appropriate jobs. I am afraid that unless this policy is adapted in contemplating this reorganization that the multitude of personal desires, ambitions and vested interests affected by this reorganization can create chaos.

LYMAN B. KIRKPATRICK  
Executive Assistant to  
the Director

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## ROUTING AND RECORD SHEET

**INSTRUCTIONS:** Officer designations should be used in the "TO" column. Under each comment a line should be drawn across sheet and each comment numbered to correspond with the number in the "TO" column. Each officer should initial (check mark insufficient) before further routing. This Routing and Record Sheet should be returned to Registry.

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**EYES ONLY**

*This document "Survey  
Notes #1, 16 Apr" -  
file under tab "B"  
OPC Survey Report  
TS 43999, 24 May 51.*

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cy #17 memo, 12 May 51,  
to DDCI, "Survey Notes  
#10, 7 May 51" - file  
w/TS 43999, "Survey 7  
etc."

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LOGISTICS  
SURVEY

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LOGISTICS SURVEY.- a. MISSION.- During February 1951, OPC initiated a logistics survey in order (1) to determine its requirements in personnel and materiel, (2) to furnish the Joint Chiefs of Staff with an itemized list of the type of support required from the Department of Defense, and (3) to provide an estimate of the magnitude of worldwide paramilitary requirements to support both a "hot" and a "cold" war.

b. RESULTS.- With these data in the hands of the OPC planners, we will be better able to accomplish the following:

- (1) Phase current operations into full wartime situation.
- (2) Provide adequate stockpiles of materiel.
- (3) Provide interim estimates of mobilization requirements for personnel and materiel.
- (4) Establish planning base and methods by which (a) changes and adjustments can be made, and (b) intermediate requirements can be developed, analyzed and adjusted.
- (5) Determine CIA capabilities for direct operational and supporting action.
- (6) Avoid duplication of logistics requirements estimates.

c. BASIC DATA.- The basic data for this logistical survey are being compiled by the OPC geographical divisions and the Logistics Division in eight (8) phases of requirements:

- (1) Estimate of overseas operational personnel. (Form #1302)
- (2) Estimate of materiel required to support those operational personnel. (Form #1303)
- (3) Estimate of personnel required for headquarters of geographical divisions (regardless of location), including country-level and area stations, and intermediate regional stations. (Form #1305)

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(4) Estimate of materiel required to support those divisional personnel. (Form #1306)

(5) Estimate of personnel for overseas supply bases to support the operational personnel. (Form #1307)

(6) Estimate of materiel for overseas supply bases to support the operational personnel. (Form #1308)

(7) Estimate of personnel required for OPC Washington headquarters, less geographical division personnel. (Form #1309)

(8) Estimate of materiel required to support those OPC headquarters personnel. (Form #1310)

d. PROCEDURE.- The following procedure is being followed to acquire these logistical data:

(1) Estimates of requirements are compiled by the country planners within the area branches of each geographical division.

(2) These estimates are reviewed, correlated, and consolidated by the chief of the plans branch of each geographical division.

(3) Estimates from divisions are consolidated and data prepared for machine tabulation by the Logistics Division, A & L Staff, OPC.

e. BY PRODUCTS.- It is expected that the following-named by products will result from this logistical survey:

(1) Publication of an OPC materiel catalogue.

(2) Publication of materiel stock-control code numbers.

(3) Establishment of an OPC stock-control system.

(4) Compilation of a statistical analysis of the personnel, services, and supply requirements for OPC.

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(3) Determine the best procedures to be employed to insure efficiency.

(4) Submit recommendations to ADPC and ADSC for the solution of the problems involved.

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